



Item No. 20

Meeting Date: Wednesday 6th September 2017

Glasgow City Integration Joint Board Finance and Audit Committee

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AUDIT SCOTLAND – SELF DIRECTED SUPPORT 2017 PROGRESS REPORT

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| Purpose of Report: | To summarise the August 2017 report produced by Audit Scotland into the implementation of Self Directed Support in Scotland, and present a draft action plan in response to the report's recommendations. |
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| Recommendations: | The IJB Finance and Audit Committee is asked to: a) note this report; and, b) review the draft action plan in response to Audit Scotland's recommendations as appended to this report. |
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Relevance to Integration Joint Board Strategic Plan:

The implementation of recommendations contained within both reports takes forward the vision of the Glasgow City Integration Joint Board (IJB) as outlined on page 3 of the Strategic Plan, and in particular through designing and delivering services around the needs of individuals, carers and communities and by showing transparency, equity and fairness in the allocation of resources.

Implications for Health and Social Care Partnership:

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| Reference to National Health & Wellbeing Outcome: | The recommendations contained in both reports directly relate to what health and social care partners are attempting to achieve through integration. Therefore all nine National Health and Wellbeing Outcomes are encompassed. |
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| Personnel: | Audit Scotland make a number of recommendations relating to staff training and support. |
| Carers: | A number of Audit Scotland recommendations include involving carers in review and development of processes. |
| Provider Organisations: | One recommendation includes involving providers in development of new contractual arrangements. |
| Equalities: | No EQIA carried out as this report does not represent a new or revised plan, policy, service or strategy. |
| Financial: | Audit Scotland make a number of recommendations in respect of strategic commissioning and financial planning. |
| Legal: | Audit Scotland makes a number of recommendations which relate to the statutory functions of the IJB. |
| Economic Impact: | None |
| Sustainability: | None |
| Sustainable Procurement and Article 19: | None |
| Risk Implications: | None |
| Implications for Glasgow City Council: | Report recommendations apply to “authorities”, which Audit Scotland define as Councils and IJBs jointly. |
| Implications for NHS Greater Glasgow & Clyde: | The report includes a recommendation to develop targeted information and training for health professionals, therefore acting on this recommendation may involve delivering training to a number of NHS GGC employees. |

1. Purpose of Report

- 1.1 To summarise the August 2017 report produced by Audit Scotland into the implementation of Self Directed Support in Scotland, and present a draft action plan in response to the report’s recommendations

2. Background

- 2.1 Between 2016 and 2017, Audit Scotland set out to establish whether Councils, Integration Authorities and the Scottish Government are making sufficient

progress in implementing Self-Directed Support (SDS), to achieve the key aims of the Scottish Government's ten-year SDS strategy.

2.2 The audit set out to answer four key questions:

- What progress have Councils and Integration Authorities made in implementing SDS?
- What impact is SDS having on people with support needs, carers, families and communities?
- What factors are supporting or impeding effective implementation of SDS?
- How effectively is the Scottish Government supporting implementation of SDS and evaluating its impact?

2.3 The final Audit Scotland report was published on 24 August 2017 and is available at <http://www.audit-scotland.gov.uk/report/self-directed-support-2017-progress-report>

3. Audit Recommendations

3.1 The report makes 20 recommendations, of which:

- 13 are directed to "authorities" (Councils and IJBs)
- 6 are directed jointly to the Scottish Government, COSLA, partners and authorities
- 1 is directed to the Scottish Government

3.2 The single recommendation to Scottish Government relates to evidencing outcomes achieved from funding committed to the implementation of SDS

3.3 The 6 recommendations to the Scottish Government, COSLA, partners and authorities relate to areas such as data collection, information and advice, finance and the workforce

3.4 Recommendations to authorities cover a range of areas such as flexibility and choice, staff training and guidance, process, commissioning plans and contracts with provider organisations.

3.5 A draft action plan in response to these recommendations has been produced and is appended to this report.

4. Recommendations

4.1 The IJB Finance and Audit Committee is asked to:

- a) note this report; and,
- b) review the draft action plan in response to Audit Scotland's recommendations as appended to this report.

| Glasgow City Initial Actions | |
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| Initial Action | Owner (for IJB) |
| Meet with Audit Scotland to get a Glasgow perspective on the audit, identify any further actions following that discussion | - Chief Officer - Chief Officer: Strategy, Planning and Commissioning / CSWO |
| Provide a detailed report to December meeting of Finance and Audit Committee on how Self Directed Support is currently provided within Glasgow, and outlining local performance | - Chief Officer: Strategy, Planning and Commissioning / CSWO |

| Directing Your Own Support | | | |
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| Recommendation to | Recommendation | Glasgow City Integration Joint Board Actions | Owner (for IJB) |
| Councils and IJBs ("authorities") | 1. Work in partnership with service users, carers and providers to design more flexibility and choice into support options | Continue to engage with service users, carers and providers via SPGs and other planning structures. Set out the parameters regarding choice and develop alternative models of support in order to explore and improve options. Actively maintain the framework agreement for purchased supports to ensure maximum choice for individuals. | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| | 2. Review processes for supporting children to transition into adult services | Continue to review existing Young People In Transition protocol to ensure appropriate levels of support in place during and beyond transition period. Ensure it is implemented consistently | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| Scottish Government, COSLA, partners and authorities | 3. Continue working together to develop: - the accuracy and consistency of national data on the number of people choosing each SDS option - methodologies to understand the impact of SDS on people who need support and their carers | Engage with Scottish Government, COSLA and others as required | Chief Officer: Finance and Resources |

| Assessing Needs and Planning Support | | | |
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| Recommendation to | Recommendation | Glasgow City Integration Joint Board Actions | Owner (for IJB) |
| Councils and IJBs ("authorities") | 4. Provide staff with further training and help on identifying and planning for outcomes | Continue with ongoing programme of training delivered via Learning and Development. Maintain role of Service Managers in having oversight of assessments completed by workers. | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| | 5. Work with service users and carers to review assessment and support planning processes to make them simpler and more transparent | Financial Officers will deliver a streamlined process based on service user feedback. | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| | 6. Establish clear guidance for staff on discussing the balance between innovation, choice and risks with service users and carers and implementing local policies in practice | Review current guidance and communicate any required changes | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| | 7. Support staff in applying professional judgement when developing innovative solutions to meet individual needs flexibly | Maintain and strengthen role of Team Leaders and Service Managers to support workers to implement professional decisions. | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| | 8. Ensure information is provided on sources of support to those who are accessing SDS | Review and update communication materials and how information is publicised. HSCP to make explicit the parameters of Self directed support. | Chief Officer: Finance and Resources |
| | 9. Work with service users, carers and providers to review the information and help offered to people during assessments, reviews and planning discussions | As per action for recommendation 8 | Chief Officer: Finance and Resources |

Commissioning For SDS

| Recommendation to | Recommendation | Glasgow City Integration Joint Board Actions | Owner (for IJB) |
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| Councils and IJBs ("authorities") | 10. Develop longer-term commissioning plans that set out clearly how more choice and flexibility will be achieved for local service users and how decisions will be made to re-allocate money from one type of service to another | Current commissioning workplans developed on a one-year basis, reflecting one-year budget allocations from Scottish Government. Longer-term vision outlined within IJB Strategic Plan and care group strategy maps, to be kept under review by Strategic Planning Groups | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| | 11. Work with service users, carers and provider organisations to develop more flexible outcome-focused contractual arrangements | Glasgow is already taking this action forward through the 'Proof of Concept' for review and reform of social care contracts. Continue to monitor progress of this work and apply learning as new approach implemented | Chief Officer: Finance and Resources |
| | 12. Continue to work with communities to develop alternative services and activities that meet local needs | Support and develop communities to build resilience and capacity. | Chief Officer: Operations |

| Implementing the National SDS Strategy | | | |
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| Recommendation to | Recommendation | Glasgow City Integration Joint Board Actions | Owner (for IJB) |
| Councils and IJBs ("authorities") | 13. Develop targeted information and training on SDS for healthcare professionals who have a direct or indirect influence on people's health and social care support | Liaise with relevant healthcare colleagues (eg GP Director, Nurse Director etc) to identify information and support requirements for this group of professionals, deliver training, briefings and information packs as necessary | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| | 14. Monitor and report the extent to which people's personal outcomes are being met and use this information to help plan for future processes and services | Monitored at a high level through local breakdowns of national data (eg Scottish Health and Care Experience Survey). Develop methods to aggregate outcomes-based reporting at Glasgow level to support service planning activity | Chief Officer: Finance and Resources |
| Scottish Government, COSLA, partners and authorities | 15. Review what independent information, advice and advocacy people will need in future, and that should be funded after current Scottish Government funding for independent organisations comes to an end in March 2018. This review should fully involve users, carers, providers and authorities, and should conclude in time for appropriate action to be taken | Engage with Scottish Government, COSLA and others as required | Chief Officer: Strategy, Planning and Commissioning / CSWO |
| | 16. Agree how any future financial support should be allocated, taking into account how authorities' local commissioning strategies will inform future spending priorities | Engage with Scottish Government, COSLA and others as required | Chief Officer: Finance and Resources |
| | 17. Seek solutions that address the problems of recruitment and retention in the social care workforce | Engage with Scottish Government, COSLA and others as required | Chief Officer: Finance and Resources |
| | 18. Ensure that the requirement to effectively implement SDS is reflected in policy guidance across all relevant national policies, such as health and social care integration, community empowerment, community planning, housing and benefits | Support development of new or updated national policies, implement these at local level as appropriate | Chief Officer |
| | 19. Routinely report publicly on progress against the 2016-2018 SDS implementation plan and the SDS strategy | Engage with Scottish Government, COSLA and others as required | Chief Officer: Finance and Resources |
| Scottish Government | 20. Report publicly on the outcomes achieved from the almost £70 million funding committed to support implementation of SDS | Await publication of report | Chief Officer: Strategy, Planning and Commissioning / CSWO |